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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

Performance Management Plan

Option Period 2 (June 9, 2012 - March 31, 2014)

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Acronyms

AO	Assistance Objective
ANDS	Afghanistan National Development Strategy
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
COP	Chief of Party
DMA	Department of Municipal Affairs (Office within IDLG)
DSF	District Stabilization Framework
DoWA	Department of Woman's Affairs
FAF	Foreign Assistance Framework
FPO	Field Program Officer (USAID officer within the PRT)
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IR	Intermediate Result
IDLG	Independent Directorate of Local Governance
ISAF	International Security Assistance Force
M&E	Monitoring and Evaluation
MIS	Management Information System
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RC	ISAF Regional Command
TAMIS	Technical Assistance Management Information System
USAID	United States Agency for International Development
USG	United States Government

Introduction

The Regional Afghan Municipalities Program for Urban Populations, Regional Command East (RAMP UP East) started in June 2010 with the purpose of creating effective, responsive, democratic, transparent, accountable, municipal governance in the fourteen provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command East (RC-E). This performance management plan (PMP) lays out a conceptual and operational framework to measure progress toward, and success in, achieving this purpose.

RAMP UP East is broken into three distinct components, each labeled as a distinct Contract Line Item Number (CLIN) and tied to a specific Intermediate Result. More precisely:

CLIN 1 ~ Capacity Building of the GIRoA officials at the municipal level: All activities under CLIN 1 will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP East provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

CLIN 2 ~ Support to the GIRoA to provide responsive, effective, and visible municipal service delivery programs: Activities carried out under CLIN 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of municipal service delivery projects (Municipal Projects). These projects simultaneously fill two purposes: (1) municipal projects provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP East builds capacity with a clear learning-by-doing approach, solidifying the GIRoA's capacity to sustainably deliver services to citizens in the long term.

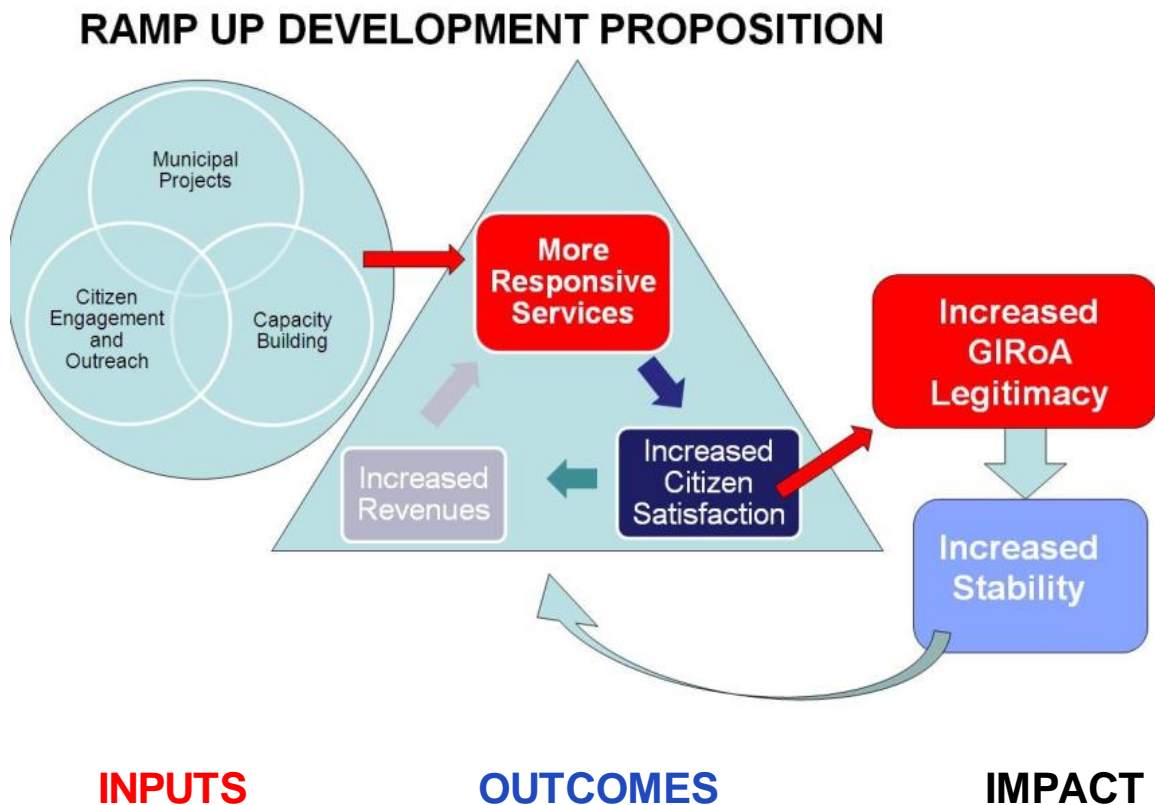
CLIN 3 ~ Support to the GIRoA to improve economic development and revenue generation at the Municipal level: Activities implemented under this CLIN directly support the growth of local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. As RAMP UP East activities under CLINs 1 and 2 strengthen municipal capacity and service delivery, activities under CLIN 3 use the capacity, service improvements, and infrastructure to facilitate business growth and job creation. The resulting increases in municipal revenues will enable municipalities to sustain and expand these services.

RAMP UP East's Project Objective and Development Proposition

RAMP UP East's Project Objective (PO) is to create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance. It will do so by: (a) Increasing the capacity of GIRoA municipal institutions; (b) Improving the delivery of municipal services to citizens in target municipalities; and (c) increasing municipal capacity to enable, support, and sustain economic growth.

The RAMP UP East's development proposition is that, as a result of achieving these three objectives, Afghan citizens will see local governance structures as legitimate. The perception of legitimacy is tied to receiving better services, understanding the responsibilities of municipal leaders, and playing an active role in municipal decision making. Delivery of essential services to citizens and businesses will foster a stronger revenue base more likely to comply with taxation requirements, generating greater revenues that enable a government to progressively expand and improve services. This Performance Management Plan (PMP) specifies how RAMP UP East measures the outputs and outcomes of its activities.

FIGURE 1



Measuring RAMP UP East's Impact

RAMP UP East measures its *impact* in terms of three distinct and interrelated Project Objective (PO) indicators, as follows:

RAMP UP East Project Objective Indicator 1 - Increase Citizen Satisfaction with municipal government: A central tenet of RAMP UP East's development proposition is that increases in access to and quality of services will directly lead to an increase in citizen satisfaction with GIROA entities; in particular, the municipal government. Increases in citizen satisfaction will be measured against the baseline survey and subsequent annual surveys:

PO 1: % increase in citizen satisfaction with municipal government (RAMP UP East External Survey Question # 31) "Overall, do you think the municipal government is doing a very good job, somewhat good job, somewhat bad job or a very bad job providing the services you think they should provide?"

RAMP UP East Project Objective 2 - Increase citizen perception that local government officials are working to serve their needs: Another tenet of the development proposition is to help citizens see local governance structures as legitimate. Legitimacy has the potential to reduce citizen support for insurgent groups. Increases in citizen perception will be measured against the baseline survey and subsequent annual surveys:

PO 2: % increase in citizen perception that local government officials are working to serve their needs (RAMP UP East External Survey Question #32) "How often do you think local government officials are working to serve people like you?"

RAMP UP East Project Objective 3 - Increase of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the municipality:

This project objective indicator is a continuation of the legitimacy tenet. Decisions and actions by local government officials are perceived as more legitimate and acceptable if citizens trust that officials are acting in the best interest of the citizens.

PO 3: % of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the city. (RAMP UP East External Survey Question # 34) "To what extent do you trust each of the following to conduct its activities to benefit the people in your city? Do you have a great deal of trust; some trust; little trust; or no trust for: Businesses in the local market; The religious leaders here; The U.S. Government; The local government; The provincial government; The Afghanistan national government?"

The above three indicators taken together, offer a sound demonstration of stability within the context of RAMP UP East municipalities, which is: increasing citizen support for GIROA institutions, in such a way as to decrease support for insurgent or other armed opposition groups and destabilizing entities.

Measuring RAMP UP East's Intermediate Results (IRs)

RAMP UP East's IR and CLIN structure can be understood as three overlapping means of measuring how effective RAMP UP East is in partnering with various municipal government and community stakeholders to contribute to increased legitimacy of GIROA partners.

As RAMP UP East's impact measurements will be tabulated on an annual basis, the RAMP UP East PMP adopts 14 complimentary indicators, which are used to more regularly measure the ongoing progress of RAMP UP East's activities, and support the impact measurements noted above. These indicators are as follows, listed by Intermediate Result:

IR 1: Increase capacity of GIROA municipal institutions

IR 1.1	Number of municipalities with functioning performance budgeting systems
IR 1.2	Number of municipalities with functioning accounting systems
IR 1.3	Number of participatory citizen engagement mechanisms implemented by municipal officials (disaggregated to include those mechanisms including women)
IR 1.4	Number of SOPs approved by GDMA for adoption.

IR 1.1: In order to develop a sustainable capacity to deliver legally-mandated services to citizens, municipalities must be able to properly plan, project, analyze, and revise their budget. More importantly, however, is the municipality's ability to use the budget as a tool to manage, improve, and monitor performance and to tie such performance to available resources. Performance budgets, managed properly, should hold governing officials accountable for resources allocated in measurable ways. One indication that performance budgeting systems are achieving their objective is whether communities and individual citizens can effectively use the municipal budget year end reports for external oversight of public resources (Reporting Indicator R3). For this purpose, performance budgeting is

defined as ensuring municipalities are capable of managing their budgets to achieve particular results or objectives.

IR 1.2: An inherently linked companion to functioning performance budgeting systems (1.1) is a municipality's ability to transparently, consistently and verifiably account for their resources, both in terms of financial resources and physical assets. Error-prone or falsified records not only make it impossible for municipal officials and staff to remain accountable; they undermine the GIRoA's legitimacy in the eyes of citizens. A strong indication that the objective of improved or functioning accounting systems is being achieved is when officials feel confident enough in the veracity of their records to share them with the public. When this occurs, communities are more likely to see municipal representatives as accountable to them.

IR 1.3: In order to increase legitimacy, citizens must be able to engage in or contribute to dialogue on how the resources afforded both by municipal revenues as well as those furnished by RAMP UP East are used. To accomplish this, the GIRoA must not only actively solicit citizen input, but must also be perceived by targeted municipalities as responsive to their needs. Guided by the goal of increasing GIRoA's legitimacy as a service provider, RAMP UP East makes a concerted effort to implement activities with and through the GIRoA to identify community priorities and resolve community concerns.

IR 1.4: SOPs serve as reference for municipal officials and employees in properly performing their tasks and can therefore be used as benchmarks for evaluating and improving organizational and individual performance. They can serve as the bases and supplement for training design and implementation. Finally, they serve to ensure continuity and sustainability of skills and knowledge transfer, providing the induction points for employees who are new to their positions. Standard Operating Procedures (SOPs) answer the questions of what should be done, by whom, when, and how to achieve a certain result. Each SOP being referred to here pertain to a series of procedures on how to perform a certain municipal core function, supplemented by a process flow chart and explanatory notes and guidelines, and documented in the form of a manual.

IR 2: Delivery of municipal services to citizens in targeted municipalities improved

IR 2.1	Number of sub-national government entities receiving RAMP UP East assistance to improve their performance
IR 2.2	Number of municipal service delivery projects implemented
IR 2.3	Percentage of RAMP UP East's activities involving government officials in project planning, implementation, and/or evaluation
IR 2.4	Percentage of citizens who believe that their access to municipality-provided services has increased.

IR 2.1: The performance measures under IR 2 help RAMP UP East track the magnitude and quantity of its inputs in helping municipalities deliver visible services to their citizens and communities. Measuring the number of sub-national government entities receiving RAMP UP East assistance to improve performance helps track how many municipalities are being assisted against the overall target (14). It mirrors the USAID Foreign Assistance Framework

indicator 2.3 under “Governing Justly and Democratically”, helping USAID/Afghanistan to report on the quantity of activities carried out through RAMP UP East annually.

IR 2.2: Visible service delivery is an essential component to RAMP UP East’s development proposition. If municipalities are unable to provide essential and desirable services to their citizens, there is a stronger likelihood that citizens will not view the GIRoA as legitimate, and, in turn, may support insurgent groups who can provide a modicum of services compared to those provided by the GIRoA. A basic measure of the quantity of service delivery projects being implemented provides a rough measure of the scope and scale of RAMP UP East’s activities to improve services in target municipalities.

IR 2.3: Integrating GIRoA officials in RAMP UP East’s project planning, implementation and/or evaluation is an essential component of ensuring RAMP UP East not only provides services but also ensures that resources are continuously dedicated to building GIRoA planning, implementation, and M&E capacity in the long term. While RAMP UP East’s ability to provide reliable assessments of target municipality personnel and assets, the GIRoA must be brought alongside in order to buy into and accept any recommendations made in partnership with RAMP UP East staff. Moreover, RAMP UP East staff will facilitate municipalities to produce Municipal Improvement Plans (MIPs) that are endorsed by GIRoA officials and define planning, execution, and oversight. These MIPs serve as a strong indication that the municipality’s own understanding of the needs and service delivery projects recommended by RAMP UP East in fact mirror those of the legitimate Afghan government.

IR 2.4: RAMP UP East Service Delivery projects must result in demonstrable increases in services that are provided to municipal citizens; and as a result, the assumption is that citizen access to services should increase as a result of RAMP UP East activities.

IR 3: Increased municipal capacity to enable, support, and sustain economic growth

IR 3.1	Number of municipal service-related projects established with private sector participation, including PPPs, concessions, privatization, and other similar arrangements
IR 3.2	Number of person-days of employment
IR 3.3	Number of sub-national institutions receiving RAMP UP East assistance to increase their annual own-source revenues
IR 3.4	Percentage increase in recurring revenue generated
IR 3.5	Number of municipalities using the business licensing system to issue business licenses.
IR 3.6	Number of municipalities using the <i>safayi</i> fee collection system to register properties and collect fees.

IR 3.1: Private sector participation in the provision of municipal-services offer numerous potential benefits to municipalities and residents alike. Private sector participation can take a range of forms, from PPPs, projects that offer services seen as beneficial or adding value to the private sector, to outsourcing, or capital investments that can serve private sector needs while generating increased revenues (3.4) to the municipality. Promoting private sector participation in municipalities, however, serves a larger purpose than merely increasing

revenues or improving services; it will also expose municipalities to the *potential* that private sector can work on behalf of municipalities and citizens to increase efficiencies and improve services. It is not a determination that the private sector is inherently better than the municipality to carry out governmental functions; rather, the significance of this indicator is to ensure that municipalities learn to weigh the benefits and drawbacks of outsourcing, collaboration, or other forms of partnerships and to continuously analyze whether business can or should play a participating role in assisting the municipality to carry out its functions, as well as in promoting local economic development.

IR 3.2: RAMP UP East's service delivery and small-scale infrastructure municipal projects and other activities provide a means of generating short-term employment that directly benefit many citizens and provide an alternative legitimate source of income.

Correspondingly, in urban communities where conflict potential exists, short-term employment opportunities can also unite potentially belligerent groups to work on community-oriented activities instead of supporting insurgent groups.

IR 3.3 and IR 3.4: Since municipalities in Afghanistan currently do not receive financial transfers from central government, own-source revenues must sustain municipal budgets and will be used to pay for municipal services. Although indicator 3.3 is a standardized, global USAID/Foreign Assistance Framework (FAF) indicator, it is particularly relevant for RAMP UP East as any increases in own-source revenues (3.4) can demonstrate two important developments: first, depending on the source, increases in revenues may indicate either an improved willingness by citizens to pay for services and/or an improvement in the municipalities' abilities to collect them; and second, increased revenues, depending on the source, can demonstrate an improved capacity to continuously generate revenues over time, increasing the sustainability of municipality's ability to serve its citizens in the long term.

IR 3.5: The RAMP UP East business licensing system is a MS Access based application developed by RAMP UP East that contains the details of all businesses currently operating within each municipality. When a business license expires the business owner should come to the municipal revenue office to ask for a business license fee invoice, which is produced by the system. The owner then takes the invoice to the bank and deposits the amount billed, then returns to the municipality with the deposit slip as proof of payment. The revenue officer then records the payment in the system, which then prints a new license certificate for the business owner. The certificate is valid for one year.

IR 3.6: The RAMP UP East property registration and *safayi* billing and collection system is a Ms. Access based application developed by RAMP UP East that contains the details of all properties (residential and commercial) surveyed by RAMP UP East managed survey teams. This application calculates the *safayi* fees due on each property based on land and building dimensions and the type of building. When a property owner has to renew their *safayi* certificate (previously a 6 page notebook), the property owner should come to the *nahia* (district) office to ask for a *safayi* fee invoice, which is produced by the system based on the property's unique identity and billing details. The owner then takes the invoice to the bank and deposits the amount billed, then returns to the *nahia* with the deposit slip as proof of payment. The *nahia* manager or municipal revenue officer then records the payment in the system, which then prints a new *safayi* certificate for the property owner. The certificate is valid for one year.

Cross-Cutting (Reporting) RAMP UP East Indicators

In addition to measuring the progress of RAMP UP East's IRs, this PMP also establishes a framework for gauging a number of cross-cutting program activities that are part of RAMP UP East's overall Work Plan.

Reporting Indicators

R1	Number of individuals who received RAMP UP East-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization
R2	Number of government officials receiving RAMP UP East-supported anti-corruption training
R3	Number of mechanisms for external oversight of public resource use supported
R4	Number of key-infrastructure rehabilitated or improved
R5	Number of interventions resulting in increased participation of women in government and civil society.
R6	Number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries
R7	Number of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.

From the beginning, mainstreaming the assessment, preparation, planning, and implementation of RAMP UP East projects into GIRoA institutions is a core principle of RAMP UP East. This necessitates building institutional capacity to conduct these processes, which will result in providing better services to citizens. Municipal improvement planning is an inherently collaborative, Afghan-owned process in which GIRoA institutions are leading the development of needs, priorities, and plans for the use of RAMP UP East funds. Reporting indicator R1 tracks overall program inputs into improving sub-national governance, and can be used for Foreign Assistance Framework indicator reporting by USAID.

RAMP UP East places a strong emphasis on the probity and integrity of government functions. Reporting indicators R2 and R3 track and quantify the amount of activities RAMP UP East have focused specifically on reducing corrupt practices throughout GIRoA institutions.

RAMP UP East also dedicates considerable effort to restoring community and public infrastructure (Indicator R4) by rehabilitating roads, and building public parks and markets, for example, which enable both GIRoA officials and community members to reestablish normal economic, governmental and social functions.

Indicator R5 and R6 track and quantify interventions resulting in increased gender participation, employment and economic opportunities under the gender program.

Indicator R7 tracks and quantifies interventions resulting in increased youth participation in municipal affairs and community development under the youth program.

Operationalizing the PMP

During start-up, RAMP UP East worked rapidly to prepare an assessment instrument to measure: (a) citizen perceptions of and experiences with municipal government; and (b) an expert evaluation of municipal processes, procedures, skills, practices, and assets. With implementation underway, these assessments produce data needed to measure progress

related to all outcome and impact indicators. The baseline data collection took place in September 2010 and followed with follow up survey in September 2011 (the change in baseline and base year results is articulated in the indicator reference sheets). The September 2012 survey measured the change in base year results with Option Year One results, and another survey in September 2013 will measure changes from OY1 to OP2 results.

The remaining indicator data will be collected by RAMP UP East staff directly. The individual data references sheets included as an appendix below include detailed discussions of how to operationalize each indicator, including standards for data quality and collection schedules.

Foreign Assistance Framework

The achievement of the RAMP UP East IRs and PO supports US Foreign Assistance Framework (FAF) program elements under Strategic Goal Number 2, ***Governing Justly and Democratically*** (GJD). Five FAF indicators under GJD have been selected as appropriate and relevant to RAMP UP East activities, and will be used to report progress to USAID. The following conversion table shows how the RAMP UP East indicators are aligned with the FAF indicators.

FAF Indicator	Indicator	Corresponding RAMP UP East Indicator
FAF GJD 2.3	# of sub national institutions receiving RAMP UP East assistance to increase their annual own-source revenues	IR 3.3
FAF GJD 2.3	# of sub national government entities receiving RAMP UP East assistance to improve their performance	IR 2.1
FAF GJD 2.3	# of individuals who received RAMP UP East-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization	R 1
FAF GJD 2.4	# of government officials receiving RAMP UP East-supported anti corruption training.	R 2
FAF GJD 2.4	# of mechanisms for external oversight of public resource use supported	R 3

The remainder of this PMP is structured as follows: the next two pages contain USAID's Project Results Framework, followed by a graphic depiction of the RAMP UP East performance indicators associated with key elements of the results framework.

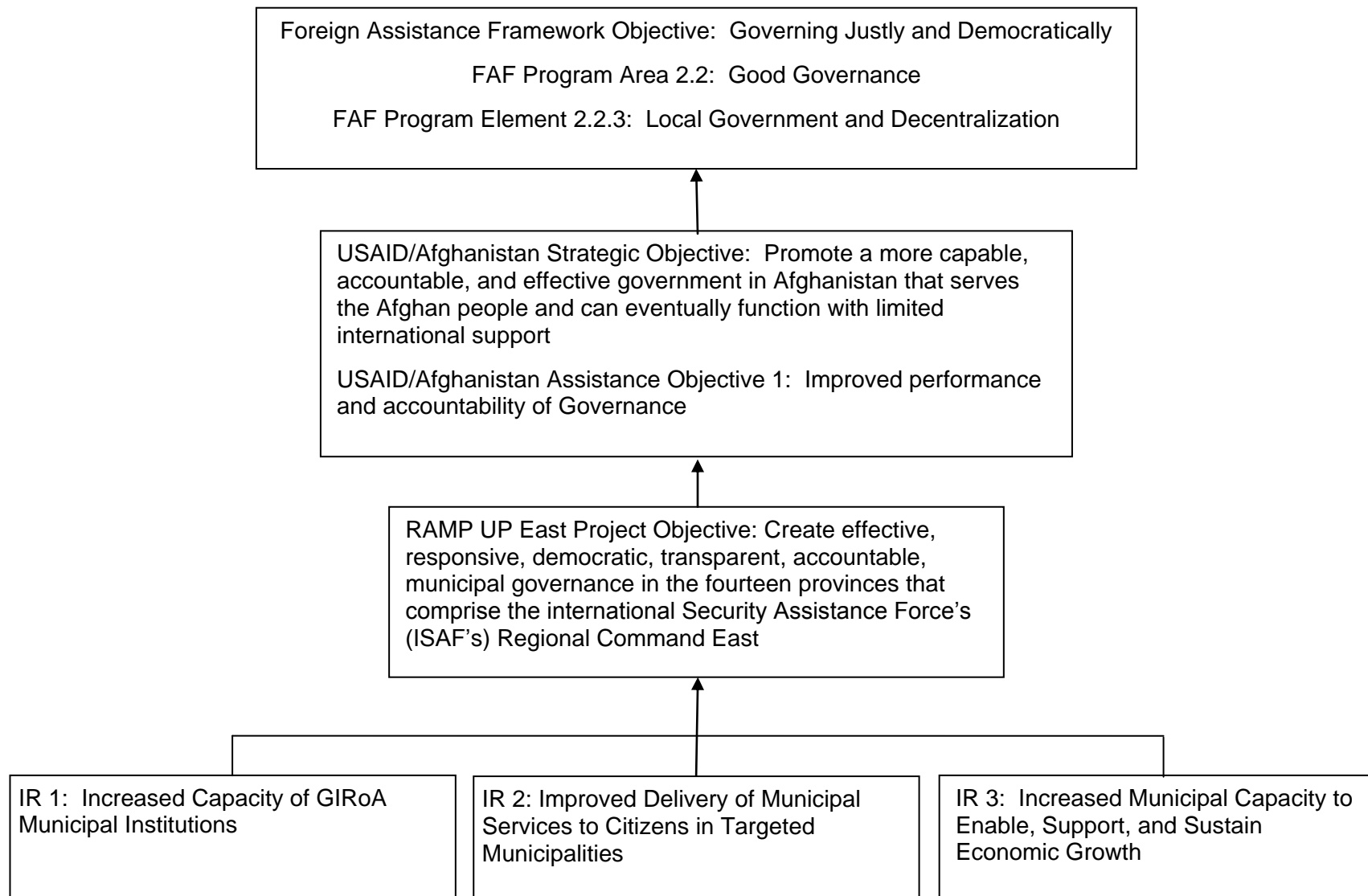
Annex 1 includes the performance indicator data sheets, providing a detailed description and justification for each indicator, as well as a data acquisition plan, data quality and analysis methodology.

Annex 2 provides an overview of all performance indicators, annual targets, and actual results.

Annex 3 is the RAMP UP East task schedule, which summarizes the various M&E related activities, such as surveys, reports, and quality assessments to be performed by the project.

Annex 4 presents a report on changes to the PMP over time. Since this is a revised PMP based on the work plan for Option period 2, changes in indicators, definitions, targets, data collection methods, etc., are documented. This report records the changes proposed by the project team in the PMP for review and approval by USAID.

RAMP UP East Performance Management Plan: Project Results Framework



RAMP UP East Performance Management Plan: Indicators at a Glance

PROJECT OBJECTIVE:

**CREATE EFFECTIVE, RESPONSIVE, DEMOCRATIC, TRANSPARENT, ACCOUNTABLE,
AND GENDER SENSITIVE MUNICIPAL GOVERNANCE**

IMPACT INDICATORS

- PO 1: % increase in citizen satisfaction with municipal government
PO 2: % increase in citizen perception that local government officials are working to serve their needs
PO 3: % increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the municipality

IR 1: INCREASED CAPACITY OF GIRoA MUNICIPAL INSTITUTIONS

- 1.1: # of municipalities with functioning performance budgeting systems
1.2: # of municipalities with functioning accounting systems
1.3: # of participatory citizen engagement mechanisms implemented by municipal officials
1.4: Number of SOPs approved by GDMA for adoption.

IR 2: DELIVERY OF MUNICIPAL SERVICES TO CITIZENS IN TARGETED MUNICIPALITIES IMPROVED

- 2.1: # number of sub-national government entities receiving RAMP UP-East assistance to improve their performance
2.2: # of municipal service delivery projects implemented
2.3: % of RAMP UP-East activities involving government officials in project planning, implementation, and/or evaluation
2.4: % of citizens who believe that their access to municipally-provided services has increased

IR 3: INCREASED MUNICIPAL CAPACITY TO ENABLE, SUPPORT, AND SUSTAIN ECONOMIC GROWTH

- 3.1: Number of municipal service-related projects established with private sector participation, including PPPs, concessions, privatization, and other similar arrangements
3.2: % of person-days of employment
3.3: # of sub-national institutions receiving RAMP UP-East assistance to increase their annual own-source revenues
3.4: % increase in recurring revenue generated
3.5: Number of municipalities using the business licensing system to issue business licenses.
3.6: Number of municipalities using the *safayi* fee collection system to register properties and

REPORTING INDICATORS

- R1: # of individuals who received RAMP UP-East training, including management skills and fiscal management, to strengthen local government and/or decentralization
R2: # of government officials receiving RAMP UP-East -supported anti corruption training
R3: # of mechanisms for external oversight of public resource use supported
R4: # of key-infrastructure rehabilitated or improved
R5: # of interventions resulting in increased participation of women in government and civil society
R6: # of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries
R7: # of youth support interventions resulting in increased participation of youth in the municipality affairs and community development

Annex 1 Performance Indicator Data Sheets

RAMP UP EAST Indicator P01: % increase in citizen satisfaction with municipal government

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result: Not applicable

RAMP UP East Indicator P01: %increase in citizen satisfaction with municipal government

Is this a USAID reporting indicator? No ☒ Yes ☐

DESCRIPTION

Precise Definition: The RAMP UP East External Survey asks citizens of target municipalities (where RAMP UP East activities are in place) "Overall, do you think the municipal government is doing a very good job, somewhat good job, somewhat bad job or a very bad job providing the services you think they should provide?"

Unit of Measure: Percentage

Calculation: Numerator = (Option Period Two results – Option Year One results)

Denominator = Option Year One results

Disaggregated by: Gender, municipality, province

Activity(ies): All activities.

Justification & Management Utility: In order to strengthen stability, the GIRA must not only be active participants in development activities but must also be perceived by targeted municipalities as key to the delivery of RAMP UP East activities. If respondents perceive that GIRA provides better services after RAMP UP East activities are completed, it shows that the municipalities feel their government officials are able to legitimately and actively provide them with services.

PLAN FOR DATA ACQUISITION

Data collection method: This information will be collected through a public opinion poll on an annual basis. The data will be collected directly by RAMP UP East with methodological oversight by RAMP UP East subcontractor, NRC, who has assisted RAMP UP East in developing statistically sound methods for RAMP UP East-wide opinion polls.

Data Source and Verification: RAMP UP East External Survey. Data analysis section of opinion poll results will include discussion on data quality.

Frequency and timing of data collection by project: Annual - September 2011, September 2012, September 2013

Frequency and timing of data reporting to USAID: FY 2012 Q4, FY 2013 Q4

Estimated Cost of Data Acquisition: Estimated cost of external survey, excluding full time RAMP UP East participating as survey team leaders, is \$120,000 (inclusive of all questions)

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September, 2010

Known Data Limitations and Significance (if any): There are elements outside of RAMP UP East's control that will influence people's perceptions of GIRA service quality regardless of RAMP UP East activity.

Actions Taken or Planned to Address Data Limitations: RAMP UP East will field test questionnaires for internal validity.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected by the DAI Survey Enumeration Team. Data analysis will be a collaboration of RAMP UP East M&E staff and the implementing partner. Data will be compiled and tracked over time to measure changes to peoples' perceptions.

Presentation of Data: Table, Narrative

Review of Data: Annually

Baseline data: The Third opinion poll, conducted during September, 2012 will serve as the baseline for Option Year 2.

PERFORMANCE INDICATOR VALUES

Year	Baseline	Target	Actual
2011(Base Year)	65 %	20% of 35% = 7% increase	72% (8% increase)
2012(Option Year One)	72%	20% of 28% = 5.6% increase	74% (2 % increase)
2013/14(Option Period Two)	74%	20% of 26% = 5.2% increase	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator P02: % increase in citizen perception that local government officials are working to serve their needs

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result : Not applicable

RAMP UP East Indicator P02: % increase in citizen perception that local government officials are working to serve their needs

Is this a USAID reporting indicator? No ☒ Yes ☐

DESCRIPTION

Precise Definition: The RAMP UP East External Survey asks the inhabitants of the municipalities targeted by RAMP UP East whether they believe that local government officials are working to serve citizen's needs. "Needs" are defined as those which the respondents themselves identify as necessary, but the questionnaire will focus on those needs/services that can be connected to RAMP UP East activities.

Unit of Measure: Percentage

Calculation: Numerator = (Option Year Two results – Option Year One results)

Denominator = Option Year One results

Disaggregated by: Gender, municipality, province

Activity(ies): All activities

Justification & Management Utility: In order to strengthen stability, municipal officials must be active participants in development activities and perceived as striving to meet citizen's needs. If respondents perceive that municipal officials are striving to meet their needs after RAMP UP East activities are completed, it shows that the citizens believe their government officials are able to legitimately and actively provide them with services.

PLAN FOR DATA ACQUISITION

Data collection method: This information will be collected through a public opinion poll on an annual basis. The data will be collected directly by RAMP UP East with methodological oversight by RAMP UP East subcontractor, NRC, who has assisted RAMP UP East in developing statistically sound methods for RAMP UP East-wide opinion polls.

Data Source and Verification: RAMP UP East External Survey. Data analysis section of opinion poll results will include discussion on data quality.

Frequency and timing of data collection by project: Annual - September 2011, September 2012, September 2013

Frequency and timing of data reporting to USAID: FY 2012 Q4, FY 2013 Q4

Estimated Cost of Data Acquisition: Estimated cost of external survey, excluding full time RAMP UP East participating as survey team leaders, is \$120,000 (inclusive of all questions)

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September, 2010

Known Data Limitations and Significance (if any): There are elements outside of RAMP UP East's control that will influence people's perceptions of GIRA service quality regardless of RAMP UP East activity.

Actions Taken or Planned to Address Data Limitations: RAMP UP East will field test questionnaires for internal validity.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected by the DAI Survey Enumeration Team. Data analysis will be a collaboration of RAMP UP East M&E staff and the implementing partner. Data will be compiled and tracked over time to measure changes to peoples' perceptions.

Presentation of Data: Table, Narrative

Review of Data: Annually

Baseline data: The third opinion poll, conducted during September, 2012 will serve as the baseline for Option Year 2.

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011(Base Year)	55%	20% of 45% = 9% increase	59% (4% increase)
2012(Option Year One)	59%	20% of 41% = 8% increase	58% (1% decrease)
2013/14(Option Period Two)	58%	20% of 42% = 8% increase	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator P03: % increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the municipality.

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result: Not applicable

RAMP UP East Indicator P02: % increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city.

Is this a USAID reporting indicator? No ☒ Yes ☐

DESCRIPTION

Precise Definition: The RAMP UP East External Survey asks citizens whether they trust the GIRoA officials in municipalities to conduct activities to benefit the people of the city.

Unit of Measure: Percentage

Calculation: Numerator = (Option Year Two results – Option Year One results)

Denominator = Option Year One results

Disaggregated by: Gender, municipality, province

Activity(ies): All activities

Justification & Management Utility: Municipal officials must be active participants in development activities and perceived as trustworthy in conducting the activities of the municipality to benefit the people of the city. If respondents indicate that they trust municipal officials to conduct activities to benefit the people of the city after RAMP UP East activities are completed, it shows the degree of trust (based on % increase over baseline) and confidence citizens have that municipalities are working on their behalf, and are responsive to their needs.

PLAN FOR DATA ACQUISITION

Data collection method: This information will be collected through a public opinion poll on an annual basis. The data will be collected directly by RAMP UP East with methodological oversight by RAMP UP East subcontractor, NRC, who has assisted RAMP UP East in developing statistically sounds methods for RAMP UP East-wide opinion polls.

Data Source and Verification: RAMP UP East External Survey. Data analysis section of opinion poll results will include discussion on data quality.

Frequency and timing of data collection by project: Annual - September 2011, September 2012, September 2013

Frequency and timing of data reporting to USAID: FY 2012 Q4, FY 2013 Q4

Estimated Cost of Data Acquisition: Estimated cost of external survey, excluding full time RAMP UP East participating as survey team leaders, is \$120,000 (inclusive of all questions)

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September, 2010

Known Data Limitations and Significance (if any): There are elements outside of RAMP UP East's control that will influence people's perceptions of GIRoA service quality regardless of RAMP UP East activity.

Actions Taken or Planned to Address Data Limitations: RAMP UP East will field test questionnaires for internal validity.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected by the DAI Survey Enumeration Team. Data analysis will be a collaboration of RAMP UP East M&E staff and the implementing partner. Data will be compiled and tracked over time to measure changes to peoples' perceptions.

Presentation of Data: Table, Narrative

Review of Data: Quarterly

Baseline data: The third opinion poll, conducted during September, 2012 will serve as the baseline for Option Year 2.

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011(Base Year)	49%	20% of 51% = 10% increase	50% (1% increase)
2012(Option Year One)	50%	20% of 50% = 10% increase	61% (11% increase)
2013/14(Option Period Two)	61%	20% 39% = 7.8%	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 1.1: Number of municipalities with functioning performance budgeting systems

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 1: Increased capacity of GIRoA municipal institutions

RAMP UP East Indicator 1.1: Number of municipalities with functioning performance budgeting systems increases

Is this a USAID reporting indicator? No ☐ X Yes ☒

DESCRIPTION

Precise Definition: Performance budgeting is a systematic process that allows a municipality to manage their financial resources in order to achieve specific results or objectives. Functioning in this case means there is such a system in place.

Unit of Measure: Number of municipalities

Calculation:

Counting the number of municipalities that have implemented all of the budgeting practices that support performance based budgeting.

Disaggregated by: Municipality, Province

Activity(ies): All.

Justification & Management Utility: In order to develop sustainable capacity to deliver legally-mandated services to citizens, officials must be able to properly plan, project, analyze, implement, account for and revise their budget. More importantly, however, is the municipality's ability to use this process as a tool to manage, improve, monitor, and report performance and the citizens' ability to require accountability for specific performance based on the allocation of financial resources. As citizens have a process for holding local officials accountable for specific results or objectives, their trust level in the GIRA's ability to legitimately and actively provide them with services also increases.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff with experience in finance and budgeting will identify budgeting practices in the areas of budget preparation, revenue forecasting, and performance monitoring. On a quarterly basis, surveys will be conducted in each of the municipalities by the public finance embedded advisor to determine what percentage of budgeting practices have been implemented by the municipalities. The results of these survey's will be entered into TAMIS.

Data Source and Verification: quarterly survey results provided by public finance embedded advisors..

Frequency and timing of data collection by project: Quarterly Survey Result Reports.

Frequency and timing of data reporting to USAID: Quarterly.

Estimated Cost of Data Acquisition: N/A—data is collected through Municipal Public Finance embedded advisors

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: August 2011

Known Data Limitations and Significance (if any): Limitations on obtaining data experienced in specific municipalities such as Jalalabad due to the unwillingness of the finance manager to release accounting and finance information.

Actions Taken or Planned to Address Data Limitations: Discussions with GDMA and Mayors to encourage finance managers to release information.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011(Base Year)	0	5	0
2012(Option Year One)	0	10	7
2013/14(Option Period Two)	0	13	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 1.2: Number of municipalities with functioning accounting systems

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 1: Increased capacity of GIROA municipal institutions

RAMP UP East Indicator 1.2: Number of municipalities with functioning accounting systems increases

Is this a USAID reporting indicator? No ☒ X Yes ☐

DESCRIPTION

Precise Definition: A functioning accounting system is a method of transparently, consistently and verifiably recoding the collection and use or disposition of financial resources (i.e. cash, revenues, expenditures, or physical assets.)

Unit of Measure: Number of municipalities

Calculation:

Counting the number of municipalities that have implemented all of the accounting practices that create a functional accounting system.

Disaggregated by: Municipality, Province

Activity(ies): Accounting falls under the responsibilities and requirements of municipal officials, and as such all activities related to improving accounting will be tied to either CLIN 1 or CLIN 3.

Justification & Management Utility: In order to develop sustainable capacity, officials must be able to properly plan, project, analyze, implement, monitor and account for the use of their financial resources. Where performance budgeting is the plan for achieving results or objectives, accounting shows the true priorities of where monies were actually spent. When made publicly available, this becomes the most important tool for holding local government officials accountable for their resource allocation decisions. The first step in this accountability process is to have a functioning accounting system.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff with experience in finance and budgeting will identify accounting practices in the areas of general accounting, cash management, asset accounting and accrual accounting. On a quarterly basis, surveys will be conducted in each of the municipalities by the public finance embedded advisor to determine what percentage of accounting practices that have been implemented by the municipalities. The results of these surveys will be entered into TAMIS. .

Data Source and Verification: Sources include quarterly survey results provided by public finance embedded advisors.

Frequency and timing of data collection by project: Quarterly Survey Result Reports

Frequency and timing of data reporting to USAID: Quarterly.

Estimated Cost of Data Acquisition: N/A—data is collected through Municipal Public Finance Embedded Advisors

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: August 2011

Known Data Limitations and Significance (if any): Limitations on obtaining data experienced in specific municipalities such as Jalalabad due to the unwillingness of the finance manager to release accounting and finance information.

Actions Taken or Planned to Address Data Limitations: Discussions with GDMA and Mayors to encourage finance managers to release information.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	0	5	0
2012 (Option Year One)	0	10	10
2013/14(Option Period Two)	0	13	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 1.3: Number of participatory citizen engagement mechanisms implemented by municipal officials

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 1: Increased capacity of GIROA municipal institutions

RAMP UP East Indicator 1.3: Number of participatory citizen engagement mechanisms implemented by municipal officials increases

Is this a USAID reporting indicator? No ☐ Yes ☒ X ☐

DESCRIPTION

Precise Definition: Mechanisms includes, 1. Citizen Forums, 2. Opening/Closing Ceremonies, 3. Newsletters, 4. Awareness-raising on municipal issues through media (including government officials' interview, roundtable and call-in shows), and 5. Increase access to information and transparency, through installing public notice boards, placing suggestion/complaint boxes and /or other means in different parts of the city.

Unit of Measure: Number of local mechanisms

Calculation: Counting

Disaggregated by: Municipality, province, gender

Activity(ies): All participatory activities, which will occur across CLINs 1, 2 and 3.

Justification & Management Utility: Local government is essentially a service operation. As such, transparency and openness by the local government administration to citizen inputs, expressed priorities, and "street" accountability are essential elements of democratic local self-governance. The public outreach team will work with municipalities to install public notice boards to share important municipality related information with citizens, including upcoming events, public tenders, and the municipal budget.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff will identify the mechanisms and enter this information into TAMIS. One or more mechanisms can be selected. Formal criteria achievement documentation signed by RAMP UP East as well as local government officials are scanned and attached by the programming team into TAMIS.

Data Source and Verification: Sources include TAMIS, consultation reports, report cards, Municipal Team Leader reports and other documents that indicate participation.

Frequency and timing of data collection by project: Monthly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: May 2012

Known Data Limitations and Significance (if any): Data on number of mechanisms will not be difficult to gather; however, data quality on estimating the number of participants will prove challenging as many citizen engagement mechanisms will not require sign-in sheets.

Actions Taken or Planned to Address Data Limitations: None.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	0	5 in each municipality (5 x 14 = 70)	57
2012 (Option Year One)	0	5 in each municipality (5 x 14 = 70)	52
2013/14 (Option Period Two)	0	5 in each municipality (5 x 14 = 70)	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 1.4: Number of SOPs approved by GDMA for adoption.

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 1: Increased capacity of GIROA municipal institutions

RAMP UP East Indicator 1.2: Number of SOPs approved by GDMA for adoption.

Is this a USAID reporting indicator? No ☐ X Yes ☒

DESCRIPTION

Precise Definition: Standard Operating Procedures (SOPs) answer the questions of what should be done, by whom, when, and how to achieve a certain result. Each SOP being referred to here pertain to a series of procedures on how to perform a certain municipal core function, supplemented by a process flow chart and explanatory notes and guidelines, and documented in the form of a manual.

Unit of Measure: Number

Calculation: Counting the number of SOPs (Standard Operation Procedures).

Disaggregated by: Type of SOP

Activity(ies): SOPs falls under either CLIN 1 or CLIN 3.

Justification & Management Utility: SOPs serve as reference for municipal officials and employees in properly performing their tasks and can therefore be used as benchmarks for evaluating and improving organizational and individual performance. They can serve as the bases and supplement for training design and implementation. Finally, they serve to ensure continuity and sustainability of skills and knowledge transfer, providing the induction points for employees who are new to their positions.

PLAN FOR DATA ACQUISITION

Data collection method: Each SOP is formally submitted to GDMA through its RAMP UP Focal Point. Information on its adoption will be obtained primarily through regular liaison with the said Focal Point. Contacts with other municipal governance projects which have applied RAMP UP East-developed SOPs will be used to validate the said information.

Data Source and Verification: GDMA and municipalities

Frequency and timing of data collection by project: Monthly

Frequency and timing of data reporting to USAID: Quarterly.

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 2013

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations: None

Date of Future Data Quality Assessments: December 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	0	0	0
2012 (Option Year One)	0	2 (Business licensing and fee collection system & Safayi tax billing and collection system)	2 (Business licensing and fee collection system & Safayi tax billing and collection system)
2013/14(Option Period Two)	0	4 (municipal procurement, Revenue forecasting and revenue improvement action planning, Budget execution and M&E, Local economic development plan (LEDP) review and updating.	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 2.1: Number of sub-national government entities receiving RAMP UP East assistance to improve their performance

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 2: Delivery of municipal services to citizens in targeted municipalities improved

RAMP UP East Indicator 2.1: Number of sub-national government entities receiving RAMP UP East assistance to improve their performance increases

Is this a USAID reporting indicator? No ☐ Yes ☒

DESCRIPTION

Precise Definition: Sub-national government entities refers to municipalities. Services on which they might be working to improve performance include public sanitation, public health, street lighting, regulation and operation of public markets, street or road maintenance, planning and regulation of land use.

Unit of Measure: Number of entities

Calculation: Counting

Disaggregated by: Municipality, Province

Activity(ies): All activities

Justification & Management Utility: Captures work done to improve performance of municipality, a key component to increasing government performance and responsiveness to citizenry. This indicator relates to RAMP UP East assistance to these entities.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff.

Data Source and Verification: Municipal Team Leader reports. Data will be maintained in the project TAMIS.

Frequency and timing of data collection by project: Monthly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2010

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: none

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	0	14	14
2012 (Option Year One)	0	14	14
2013/14 (Option Period Two)	0	14	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 2.2: Number of municipal service delivery projects implemented

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 2: Delivery of municipal services to citizens in targeted municipalities improved

RAMP UP East Indicator 2.2: Number of municipal service delivery projects implemented increases

Is this a USAID reporting indicator? No ☒ X Yes ☐

DESCRIPTION

Precise Definition: In this case, municipal service delivery projects are municipal projects that provide citizens with improvements in daily life, such as waste disposal projects. Requests for these activities may come from the municipality or via the municipality from citizen groups.

Unit of Measure: Number of municipal service delivery projects

Calculation: Counting

Disaggregated by: Type of activity, municipality, province

Activity(ies): Service delivery projects are undertaken using CLIN 2 funding.

Justification & Management Utility: This indicator measures the municipality's ability to provide services to citizens with RAMP UP-East support.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff.

Data Source and Verification: All service delivery projects will be tracked and documented in the project TAMIS.

Frequency and timing of data collection by project: Monthly

Frequency and timing of data reporting to USAID: Monthly

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2010

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: none

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table, Narrative

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Baseline	Target	Actual
2011 (Base Year)	0	17	7
2012 (Option Year One)	0	8	11
2013/14 (Option Period Two)	0	11	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 2.3: % of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 2: Delivery of municipal services to citizens in targeted municipalities improved

RAMP UP East Indicator 2.3: % of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation increases

Is this a USAID reporting indicator? No ☐ X Yes ☒

DESCRIPTION

Precise Definition: Government officials include IDLG, other GIRA ministry staff as well as municipal officials. Involvement in planning means the identification and/or endorsement of projects by Government officials including identifying beneficiaries, identifying project site locations, possible implementing partners. Involvement in implementation means GIRA makes site visits to the project sites and is involved in dealing with the community as the project progresses, solving project issues as they arise and monitoring the project. Evaluation is the comparison of actual project impact with the agreed activity outcomes. Only completed activities will be reported.

Unit of Measure: Percentage

Calculation: Numerator = Total number of RAMP UP East activities where Government officials were involved

Denominator = Total number of RAMP UP East completed activities

Disaggregated by: Municipality, province, gender

Activity(ies): All activities

Justification & Management Utility: In order to strengthen stability, the GIRA must not only be active participants in development activities, but also participate in a number of substantive ways.

PLAN FOR DATA ACQUISITION

Data collection method: Municipal work plans. File review and content analysis. Photos or other evidence of GIRA officials monitoring activities, including site visit reports that document GIRA participation.

Data Source: Subproject documentation that links specific government officials to activities. Supporting data includes letters of support for municipal service delivery activities from governmental counterparts as well as qualitative narrative data pulled from notes on coordination. Field Monitoring Reports and photos will also be used to document the participation of GIRA representatives.

Frequency and timing of data collection by project: Collected as part of the subproject documentation for all activities.

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: Included as part of subproject management

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2010

Known Data Limitations and Significance (if any): GIRA officials involved at times leave office before the activity is completed, and therefore their signature is not always easy to obtain.

Actions Taken or Planned to Address Data Limitations: RAMP UP East staff are encouraged to document involvement immediately as it occurs to help overcome this limitation.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Letters from GIRA actors about the project, governmental plans, and monitoring reports will be attached with sub-project documentation and reviewed on a periodic basis.

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	0	80%	100%
2012 (Option Year One)	0	100%	100%
2013/14 (Option Period Two)	0	100%	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 2.4: % of citizens who believe that their access to municipally-provided services has increased

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 2: Delivery of municipal services to citizens in targeted municipalities improved

RAMP UP East Indicator 2.4: % of citizens who believe that their access to municipally-provided services has increased

Is this a USAID reporting indicator? No ☐ X ☒ Yes ☐

DESCRIPTION

Precise Definition: Municipal provided services include services such as irrigation/wells, construction of municipal roads, trash collection and disposal, maintenance of roads/streets/residential areas, city transportation, repairing and maintaining ditches, construction and maintenance of green spaces. Access is defined as sufficient to meet everyday needs (depending on service).

Unit of Measure: Percentage

Calculation: Numerator = Total number of times respondents gave a poor rating for the municipal services index

Denominator = Total number of respondents surveyed.

The municipal services index would consist of variables from survey questions regarding trash, drainage, roads and parks. Decrease in negative trends (Poor rating) in responses from survey respondents indicating perceptions of increased access and will signify a positive correlation to justify that actual increases in services have taken place.

Disaggregated by: Municipality, province, gender, age

Activity(ies): All

Justification & Management Utility: The primary objective of RAMP UP East is to contribute to increased citizen satisfaction with municipal government. Popular support for municipal governance is highly dependent on the responsiveness, value, and quality of services provided by the municipality. When citizens have increased access to basic and essential services provided by their municipality they will be more likely to indicate increased satisfaction with the municipal government.

PLAN FOR DATA ACQUISITION

Data collection method: This information will be collected through a public opinion poll on an annual basis. The data will be collected directly by RAMP UP East with methodological oversight by RAMP UP East subcontractor, NRC, who has assisted RAMP UP East in developing statistically sound methods for RAMP UP East-wide opinion polls.

Data Source and Verification: RAMP UP East External Survey. Data analysis section of opinion poll results will include discussion on data quality.

Frequency and timing of data collection by project: Annual - September 2011, September 2012, September 2013

Frequency and timing of data reporting to USAID: FY 2012 Q4, FY 2013 Q3

Estimated Cost of Data Acquisition: Estimated cost of external survey, excluding full time RAMP UP East participating as survey team leaders, is \$120,000 (inclusive of all questions)

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP/ E M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2010

Known Data Limitations and Significance (if any):

Actions Taken or Planned to Address Data Limitations: RAMP UP East will field test questionnaires for internal validity.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected by the DAI Survey Enumeration Team. Data analysis will be a collaboration of RAMP UP East M&E staff and the implementing partner. Data will be compiled and tracked over time to measure changes to peoples' perceptions.

Presentation of Data: Table, GIS Map, Narrative

Review of Data: Ongoing

Baseline data: The third opinion poll, conducted during September, 2012 will serve as the baseline for Option Year 2.

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	48%	20% of 52 = 11% increase	58% (11% increase)
2012 (Option Year One)	58%	20% of 42 = 8.4% increase	60% (2% increase)
2013/14 (Option Period Two)	60%	20% of 40% = 8% increase	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 3.1: Number of municipal service-related projects established with private sector participation, including PPPs, concessions, privatization, and other similar arrangements

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 3: Increases municipal capacity to enable, support and sustain economic growth

RAMP UP East Indicator 3.1: Number of public private partnerships established increases

Is this a USAID reporting indicator? No ☒ Yes ☐

DESCRIPTION

Precise Definition: Municipal services and facilities that have been constructed, operated/managed and maintained on a commercial basis by private sector entities that have been contracted through PPPs, concessions, privatization or other contracting arrangements.

Unit of Measure: Number

Calculation: Counting

Disaggregated by: Municipality, province, type of arrangement

Activity(ies): CLIN 3 activities related to municipal economic development.

Justification & Management Utility: Building municipal capacity means exposing decision makers to various ways of providing municipal services. For Afghan municipalities, whose municipal resources are very limited and not necessarily sustainable, partnerships with the private sector may be the only way to provide or to increase the level of municipal services. Measuring this indicator will accomplish several things: (1) it will encourage municipalities to evaluate alternative ways of providing services, (2) by evaluating potential business partners, municipal officials demonstrate to the community they are attempting to improve current service levels, and (3) by participating in even a simple public private partnership, the municipality is expanding economic development opportunities and potentially creating additional jobs.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff. File review and content analysis. Identification of various activities with private sector in TAMIS where multiple selections can be made.

Data Source and Verification: Data source will be TAMIS.

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2010

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: none

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	0	5 in different municipalities	0
2012 (Option Year One)	0	5 in different municipalities	1
2013/14 (Option Period Two)	0	7 in different municipalities	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 3.2: Number of person-days of employment

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 3: Increases municipal capacity to enable, support and sustain economic growth

RAMP UP East Indicator 3.2: Number of person-days of employment

Is this a USAID reporting indicator? No ☐ X Yes ☒

DESCRIPTION

Precise Definition: Person days of labor is defined as 8 hours of labor by an individual participating in the RAMP UP East program. Every 8 hours of labor is considered to be a "day" of employment. Data from both underway and completed activities will be reported.

Calculation: Aggregation of the number of employees per day across the life of the activity

Disaggregated by: Municipality, Province, Gender, person hours, sector, source (public vs. rivate)

Activity(ies): Infrastructure, cash for work

Justification & Management Utility: A stable environment for development requires that citizens have employment and are able to support their families and themselves.

PLAN FOR DATA ACQUISITION

Data collection method: Site engineers, grantees & subcontracts will regularly collect attendance sheets that capture actual laborers and days worked. These documents will be centralized at the regional level as a data source to support payment sheets & disbursements for direct implementations. For grants and subcontracts, attendance sheets will be crossed checked with proposed and reported amounts of labor used, and discrepancies will be noted in regularly scheduled reports. For direct implementation, attendance sheets are used for payment. Project data is entered by Project Managers into TAMIS.

Data Source: Daily work attendance registers signed by each laborer & verified by site foreman. Payment/disbursement sheets will also be documented to demonstrate proof of payment at the individual level

Frequency and timing of data collection by project: Monthly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2010

Known Data Limitations and Significance (if any): Attendance sheet sign in can be forged, especially when fingerprints are used.

Actions Taken or Planned to Address Data Limitations: RAMP UP East site visits help increase the confidence in these sheets when the amount observed during the site visit match the amount appearing on the sheet.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Fingerprints and signatures are added up across attendance sheets.

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	0	184,800	49,504
2012 (Option Year One)	0	86,000	112,657
2013/14(Option Period Two)		100,000	

THIS SHEET LAST UPDATED ON: May 05 , 2013

RAMP UP EAST Indicator 3.3: # of sub-national institutions receiving RAMP UP East assistance to increase their annual own-source revenues

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 3: Increases municipal capacity to enable, support and sustain economic growth

RAMP UP East Indicator 3.3: Number of sub-national institutions receiving Ramp Up East assistance to increase their annual own-source revenues

Is this a USAID reporting indicator? No ☐ Yes ☒

DESCRIPTION

Precise Definition: 'Sub-national institutions' refers to municipalities. Annual own-source revenues are calculated by adding taxes and fees levied by sub-national governments (receiving RAMP UP EAST assistance)

Unit of Measure: Number of municipalities

Calculation: Counting

Disaggregated by: Municipality, Province.

Activity(ies): All.

Justification & Management Utility: Almost all Afghan municipalities do not receive any financial support from the national government. Municipalities rely on annual own-source revenues to fund not only operating and maintenance costs, but also all municipal services and development projects.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff.

Data Source and Verification: Sources include TAMIS, governmental records, Municipal Team Leader reports

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A – part of regular M&E budget

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2010

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: none

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	0	14	13
2012 (Option Year One)	0	13	13
2013/14 (Option Period Two)	0	14	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 3.4: % increase in recurring revenue generated

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 3: Increases municipal capacity to enable, support and sustain economic growth

RAMP UP East Indicator 3.3: % increase in recurring revenue generated

Is this a USAID reporting indicator? No ☐ X ☒ Yes ☐

DESCRIPTION

Precise Definition: For the purposes of RAMP UP East, data will be collected from municipalities' revenue departments, with information on revenues that will be derived primarily from taxes, fees, leases, or other assets.

Unit of Measure: Percentage

Calculation: Numerator = reported and documented revenue generated annually

Denominator = reported and documented baseline figures of revenue generated in Internal survey

Disaggregated by: Municipality, Province, revenue source

Activity(ies): All.

Justification & Management Utility: Increasing revenue trends indicate citizens are willing to pay for municipality provided services and/or increased efficiency in a municipality's ability to collect revenues and/or better record keeping or lastly, could represent a reduction in corruption.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff.

Data Source and Verification: Sources include TAMIS, governmental records. Baseline is collected from the RAMP UP East Internal Survey

Frequency and timing of data collection by project: Annually

Frequency and timing of data reporting to USAID: Annually

Estimated Cost of Data Acquisition: N/A – part of regular M&E budget

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2010

Known Data Limitations and Significance (if any): Records may not be furnished or made available to project teams; if financial records provided they may not be verifiable.

Actions Taken or Planned to Address Data Limitations: RAMP UP East is negotiating compliance terms with IDLG to improve municipal participation in such activities.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	1388 municipal revenue for 13 municipalities	20% increase over baseline, at least in 5 municipalities	20% increase over baseline in 7 municipalities
2012 (Option Year One)	1389 municipal revenue for 13 municipalities	20% increase over baseline, at least in 8 municipalities	20% increase over baseline in 8 municipalities
2013/14 (Option Period Two)	1390 municipal revenue for 13 municipalities	20% increase over baseline, at least in 8 municipalities	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 3.5: Number of municipalities using business licensing system.

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 3: Increases municipal capacity to enable, support and sustain economic growth

RAMP UP East Indicator 3.5: Number of municipalities using the business licensing system to issue business licenses.

Is this a USAID reporting indicator? No

DESCRIPTION

Precise Definition: The RAMP UP East business licensing system is a Ms. Access based application developed by RAMP UP East that contains the details of all businesses currently operating within each municipality. When a business license expires the business owner should come to the municipal revenue office to ask for a business license fee invoice, which is produced by the system. The owner then takes the invoice to the bank and deposits the amount billed, then returns to the municipality with the deposit slip as proof of payment. The revenue officer then records the payment in the system, which then prints a new license certificate for the business owner. The certificate is valid for one year.

Unit of Measure: Number

Calculation: Counting

Disaggregated by: Municipality.

Activity(ies): CLIN 3 activities related to municipal revenue enhancement.

Justification & Management Utility: The revenue received from business license fees is a significant source of income for RUE municipalities. This revenue source will become an even more potential source after planned increases to the license rates are implemented in all municipalities from the beginning of 2013. The RUE business license application is a transparent automated system that contains advanced filtering and reporting functions that will ensure that each mayor has all the relevant information required to make timely and informed management decisions about this source of revenue.

PLAN FOR DATA ACQUISITION

Data collection method: The RAMP UP East Embedded Economic Development Advisor will acquire the business license data from the business license application and submit it to the RUE Kabul office in weekly and monthly reports.

Data Source and Verification: Data source will be the Municipal Revenue Department.

Frequency and timing of data collection by project: Weekly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Kabul/RUE servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 2013

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: none

Date of Future Data Quality Assessments: Dec 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Business license data is collected on a weekly basis and analyzed on a monthly basis.

Presentation of Data: Table

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Baseline	Target	Actual
2011 (Base Year)	0	0 municipalities	0
2012 (Option Year One)	0	13 municipalities	13
2013/14 (Option Period Two)	0	13 municipalities	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator 3.6: Number of municipalities using the *safayi* fee collection system.

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 3: Increases municipal capacity to enable, support and sustain economic growth

RAMP UP East Indicator 3.6: Number of municipalities using the *safayi* fee collection system to register properties and collect fees.

Is this a USAID reporting indicator? No

DESCRIPTION

Precise Definition: The RAMP UP East property registration and *safayi* billing and collection system is a Ms. Access based application developed by RAMP UP East that contains the details of all properties (residential and commercial) surveyed by RAMP UP East managed survey teams. This application calculates the *safayi* fees due on each property based on land and building dimensions and the type of building. When a property owner has to renew their *safayi* certificate (previously a 6 page notebook), the property owner should come to the *nahia* (district) office to ask for a *safayi* fee invoice, which is produced by the system based on the property's unique identity and billing details. The owner then takes the invoice to the bank and deposits the amount billed, then returns to the *nahia* with the deposit slip as proof of payment. The *nahia* manager or municipal revenue officer then records the payment in the system, which then prints a new *safayi* certificate for the property owner. The certificate is valid for one year.

Unit of Measure: Number

Calculation: Counting

Disaggregated by: Municipality.

Activity(ies): CLIN 3 activities related to municipal revenue enhancement.

Justification & Management Utility: The revenue received from *safayi* fees is a very significant source of income for RAMP UP East municipalities. This revenue source has the most potential to become one of the top 3 sources after RAMP UP East has assisted all 7 targeted municipalities to greatly expand the coverage of their old systems by accurately surveying and registering new properties in the new *safayi* database. The RAMP UP East property registration and *safayi* billing and collection system application is a transparent automated system that contains advanced filtering and reporting functions that are also linked to high resolution photographic GIS maps that provide billing and property information in a geographical interface. This system will ensure that each mayor has all the relevant information required to make timely and informed management decisions about this source of revenue. The accurate property registration database can also serve as the basis for a future land titling system and will support more advanced urban planning and management.

PLAN FOR DATA ACQUISITION

Data collection method: The RAMP UP East Embedded Economic Development Advisor will acquire the property registration data and *safayi* payment data from the *safayi* billing and collection application and submit it to the RUE Kabul office in weekly and monthly reports.

Data Source and Verification: Data source will be the Municipal Revenue Department.

Frequency and timing of data collection by project: Weekly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Kabul/RUE servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: March 2013

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: none

Date of Future Data Quality Assessments: December 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: *Safayi* fee collection data is collected on a weekly basis and analyzed on a monthly basis.

Presentation of Data: Table

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	0	0 municipalities	0
2012 (Option Year One)	0	4 municipalities (Asadabad, Jalalabad, Khost & Charikar)	2 (Asadabad & Jalalabad)
2013/14 (Option Period Two)	0	7 municipalities (Khost, Charikar, Ghazni, Mahmud-i-Raqi and Mehterlam, Maidan shar and Jalalabad)	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator R1: Number of individuals who received RAMP UP East-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Results 1: Increased capacity of GIROA municipal institutions, 2: Delivery of municipal services to citizens in targeted municipalities improved, 3: Increased municipal capacity to enable, support, and sustain economic growth

RAMP UP East Indicator R1: Number of individuals who received RAMP UP East-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization.

Is this a USAID reporting indicator? No ☐ Yes ☒ X

DESCRIPTION

Precise Definition: Training refers to all training or education events whether short-term or long-term, in-country

Unit of Measure: Number of individuals

Calculation: Counting

Disaggregated by: Gender, Municipality, Province

Activity(ies): All

Justification & Management Utility: Captures inputs from a number of different programs that include training of individuals in, and helpful to, local governance and/or decentralization.

PLAN FOR DATA ACQUISITION

Data collection method: Project managers and the Training Specialist will collect training attendance sheets at each training. The data is then entered by the Training Specialist into TAMIS and verified by M&E.

Data Source and Verification: Signed or finger-printed training attendance sheet/participant lists.

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2010

Known Data Limitations and Significance (if any): Attendance sheet sign in can be forged, especially when fingerprints are used. On occasion Afghans use slightly different names when signing in and so it is possible that one individual taking several trainings could be counted more than once.

Actions Taken or Planned to Address Data Limitations: RAMP UP East site visits help increase the confidence in these attendance sheets when the amount observed during the site visit match the amount appearing on the sheet. Every reasonable effort will be made to identify "individuals" signed up for training and not to count simply the total number trained, thus eliminating a double count of individuals

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Fingerprints and signatures are added up across attendance sheets.

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	0	300	189
2012 (Option Year One)	0	116	221
2013/14 (Option Period Two)	0	300	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator R2: Number of government officials receiving RAMP UP East-supported anti-corruption training

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Results 1: Increased capacity of GIROA municipal institutions, 2: Delivery of municipal services to citizens in targeted municipalities improved, 3: Increased municipal capacity to enable, support, and sustain economic growth

RAMP UP East Indicator R2: Number of government officials receiving RAMP UP East-supported anti-corruption training

Is this a USAID reporting indicator? No ☐ Yes ☒ X

DESCRIPTION

Precise Definition: Persons must be from the government. Training refers to all training or education events whether short-term or long-term, in-country or abroad.

Unit of Measure: Number of individuals

Calculation: Counting

Disaggregated by: Gender, Municipality, Province

Activity(ies): All

Justification & Management Utility: Captures the work of a number of anti-corruption programs. More highly trained officials are essential to anti-corruption strategies.

PLAN FOR DATA ACQUISITION

Data collection method: Project managers and the Training Specialist will collect training attendance sheets at each training. The data is then entered by the Training Specialist into TAMIS and verified by M&E.

Data Source and Verification: Signed or finger-printed training attendance sheet/participant lists.

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2010

Known Data Limitations and Significance (if any): Attendance sheet sign in can be forged, especially when fingerprints are used.

Actions Taken or Planned to Address Data Limitations: RAMP UP East site visits help increase the confidence in these sheets when the amount observed during the site visit match the amount appearing on the sheet.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Fingerprints and signatures are added up across attendance sheets.

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	0	300	34
2012 (Option Year One)	0	76	178
2013/14 (Option Period Two)	0	170	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator R3: Number of mechanisms for external oversight of public resource use supported

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Results, 1: Increased capacity of GIROA municipal institutions, 2: Delivery of municipal services to citizens in targeted municipalities improved, 3: Increased municipal capacity to enable, support, and sustain economic growth

RAMP UP East Indicator R3: Number of mechanisms for external oversight of public use supported

Is this a USAID reporting indicator? No ☐ Yes ☒ X

DESCRIPTION

Precise Definition: Mechanisms include municipal finance reporting mechanisms such as annual budget, quarterly financial reports and development projects financial reports to public using citizen engagement mechanisms.

Unit of Measure: Number of mechanisms

Calculation: Counting

Disaggregated by: Municipality, Province

Activity(ies): All

Justification & Management Utility: This indicator focuses on the essential elements of transparency and external accountability in anti-corruption programming and refers to RAMP UP East assistance aimed at strengthening those mechanisms.

PLAN FOR DATA ACQUISITION

Data collection method: Program staff. Mechanisms can be identified in TAMIS. One or more mechanisms can be selected. Formal mechanism achievement documentation signed by RAMP UP East as well as local government officials are scanned and attached by the programming team of TAMIS.

Data Source and Verification: Sources include Municipal Team Leader reports & TAMIS,

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: Part of subproject management

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2011

Known Data Limitations and Significance (if any): Criteria indicating what constitutes a "mechanism" must be established.

Actions Taken or Planned to Address Data Limitations: Presenting municipal finance reporting mechanisms in citizen participation events.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES

Year	Baseline	Target	Actual
2011 (Base Year)	0	TBD	0
2012 (Option Year One)	0	26 (Present at least 2 municipal finance reporting mechanisms per municipality)	9
2013/14 (Option Period Two)	0	13 (Present at least one municipal finance reporting mechanisms per municipality)	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator R4: Number of key-infrastructure rehabilitated or improved

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Result 2: Delivery of municipal services to citizens in targeted municipalities improved

RAMP UP East Indicator R4: Number of key-infrastructure rehabilitated or improved

Is this a USAID reporting indicator? No ☒ Yes ☐

DESCRIPTION

Precise Definition: “# of key infrastructure rehabilitated” refers to the number of instances of infrastructure, e.g. a 5 km road rehabilitation project would count as one instance and a hand dug well subproject that dug five wells would count as five instances. Rehabilitated is defined as any infrastructure improvements. Examples of rehabilitation include repair, reconstruction, mending, restoration, recovery, clearing, and/or cleaning. Key is defined as the priority of RAMP UP East municipalities. Instances of infrastructure are measured as follows: roads (kms), bridges (number), land (hectares), buildings (number), Irrigation (kms), walls (number), wells (number). Only completed activities will be reported.

Unit of Measure: Number

Calculation: N/A

Disaggregated by: Location, Type of Activity: Roads (Gravel, Paved), Irrigation (Kareez, Canals, Pipeline Extension), Bridges (Foot, Suspension, Vehicle), Land (Government, Parks, Sports fields, Bazaars, Other), Walls (Boundary, Retaining), and Buildings.

Activity(ies): Rehabilitation of municipal structures.

Justification & Management Utility: This indicator measures the extent to which municipal infrastructures are restored in order for normal functions to be reestablished (economic, governmental, political, social).

PLAN FOR DATA ACQUISITION

Data collection method: Implementing partners send regular reports to RAMP UP East project managers and the project engineer. RAMP UP East engineers make site-visits. Completion reports, final inspection reports, handover documents, and before and after photos are available in soft and hard copy files within the engineering department, and are entered into TAMIS

Data Source: Handover documentation, photos, engineering, M&E and program field site reports and certificates.

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: N/A

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2010

Known Data Limitations and Significance (if any): Quality of handover reports may become an issue due to RAMP UP East working in increasingly semi-permissive areas especially because of the fluid nature of security

Actions Taken or Planned to Address Data Limitations: Before large rehabilitations start RAMP UP East will ensure in conjunction with the FPOs that security is relatively stable in the medium term. Regular spot checks and field visits by M&E staff will help verify activities.

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: N/A, documented as part of individual subprojects.

Presentation of Data: Table

Review of Data: Quarterly

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	0	83	10
2012 (Option Year One)	0	68 (40 base year ongoing projects & 28 additional Option Year 1 projects)	28
2013/14 (Option Period Two)	0	49 projects: 19 Option Year 1 ongoing projects 30 additional Option Period 2 projects which includes 18 municipal incentive fund projects too)	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator R5: Number of interventions resulting in increased participation of women in government and civil society

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Results 1: Increased capacity of GIROA municipal institutions, 2: Delivery of municipal services to citizens in targeted municipalities improved, 3: Increased municipal capacity to enable, support, and sustain economic growth

RAMP UP East Indicator R5: Number of interventions resulting in increased participation of women in government and civil society

Is this a USAID reporting indicator? No ☒ Yes ☐

DESCRIPTION

Precise Definition: interventions include: 1. Public participation in local governance (training in communication, advocacy, good governance, civic education, and gender) resulting in awareness-raising on roles and responsibilities of citizens and municipalities, improve public speaking, advocacy and gender-responsive leadership and governance skills. 2. Develop tools for municipalities to implement the National Action Plan for Women in Afghanistan (NAPWA).

Unit of Measure: Number of interventions

Calculation: Counting

Disaggregated by: gender, municipality, and province.

Activity(ies): All

Justification & Management Utility: Women in general lack the necessary communication and advocacy skills to be active participants involved in public engagement with their municipalities. They are ignorant of municipal affairs and the role of municipal government. They are unable to advocate for issues of concern to them. They do not have the means to self organize and create effect lobby groups for their issues. Women face numerous obstacles in achieving representation in decisions that affect them. Their participation in decision making and public life has been limited by assumption that men make decision for the entire community. This has resulted in women's interests often not represented in decisions. Increasing women's participation in the government can empower women. Women's participation in governance decisions is necessary to ensure women's needs and concerns are considered at all levels.

PLAN FOR DATA ACQUISITION

Data collection method: direct report by grantees and by RAMP UP-East Technical team.

Data Source and Verification: Data source will be information and reports by grantees, training attendance sheets.

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: TBD

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: May 2012

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: none

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	NA	NA	NA
2012 (Option Year 1)	0	14 interventions (1 per municipality)	13
2013/14 (Option Period Two)	0	28 interventions (2 per municipality)	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator R6: Number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Results: 1: Increased capacity of GIRA municipal institutions, 2: Delivery of municipal services to citizens in targeted municipalities improved, 3: Increased municipal capacity to enable, support, and sustain economic growth

RAMP UP East Indicator R6: Number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries

Is this a USAID reporting indicator? No ☒ Yes ☐

DESCRIPTION

Precise Definition: Interventions include 1) Fellowship/coaching program for 56 men and women. 2) Capacity building of women entrepreneurs. Fellows will work in both municipality and grantee's office to learn basic office work. Capacity building of female entrepreneurs will include, theoretical and practical training of business women in marketing, management, book keeping, customer service and roles and responsibilities of municipalities and citizens, 3) Increase female employment: RUE will work with 5 municipalities to recruit and maintain female staff. 4) Support local economic development initiatives (grants) by women in municipal level in 9 municipalities

Unit of Measure: Number of interventions

Calculation: Counting

Disaggregated by: gender, municipality, and province.

Activity(ies): On the job training for 56 fellows and theoretical and practical training for four hundred and twenty business women.

Justification & Management Utility: Women and youth make up two thirds of the population, yet their participation in the decisions that affect them has been very limited. The conservative nature of Afghan society places severe restrictions on women's mobility, education and opportunity for self determination. As a result they are often indifferent to the work of governing bodies such as municipalities. They lack knowledge about civic affairs, skills to advocate and organize, gateways to employment within the municipal bureaucracy, and business skills to make their businesses competitive.

Women business owners/business oriented women and entrepreneurs lack the training and networking opportunities of their male counterparts. As a result they are less able to compete, and hence women's businesses are more vulnerable. The lack of supports is also a deterrent to women entering the small business realm.

PLAN FOR DATA ACQUISITION

Data collection method: Direct report by grantees and by RAMP UP-East Technical team.

Data Source and Verification: Data source will be information and reports by grantees, time sheet and training attendance sheets.

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: TBD

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: May 2012

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: none

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	NA	NA	NA
2012 (Option Year 1)	0	28 interventions (2 in each municipality)	27
2013/14 (Option Period Two)	0	32 interventions (Fellowship: 14, Capacity building of female entrepreneur: 4, Increase female employment: 5, Support economic development: 9)	

THIS SHEET LAST UPDATED ON: May 05, 2013

RAMP UP EAST Indicator R7: Number of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.

Functional Objective: Democracy and Governance

Program Area: TBD based on new USAID/Afghanistan strategic plan.

RAMP UP East Project Objective: Create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance.

RAMP UP East Intermediate Results, 1: Increased capacity of GIROA municipal institutions, 2: Delivery of municipal services to citizens in targeted municipalities improved, 3: Increased municipal capacity to enable, support, and sustain economic growth

RAMP UP East Indicator R7: Number of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.

Is this a USAID reporting indicator? No ☒ Yes ☐

DESCRIPTION

Precise Definition: The youth support interventions include: 1) internship program for 6 youth (3 boys and 3 girls) per municipality in all 14 municipalities, 2) computer training program for 40 youth (20 boys and 20 girls) per municipality in all 14 municipalities, 3) sports activities (volleyball, football, taekwondo and cricket) in all 14 municipalities, 4) city cleaning campaigns, 5) children's drawing contests.

Unit of Measure: Number of interventions

Calculation: Counting

Disaggregated by: gender, municipality, province.

Activity(ies): All

Justification & Management Utility: Lack of sports and recreational facilities that could facilitate creation of a peaceful and friendly environment and prevent conflict and violence among the youth. High school graduate youth don't acquire basic computer knowledge that can help them find possible employment opportunities. Lack of employment opportunities for high school graduate youth mainly due to lack of required practical experience that forces them to join anti-government elements and/or turn to other illegal activities. Youth involvement in decision making and governance will help improve teamwork, critical thinking, decision-making, public speaking and self-identity.

PLAN FOR DATA ACQUISITION

Data collection method: direct report by grantees and by RAMP UP-East Technical team.

Data Source and Verification: Data source will be information and reports by grantees, training attendance sheets.

Frequency and timing of data collection by project: Quarterly

Frequency and timing of data reporting to USAID: Quarterly

Estimated Cost of Data Acquisition: TBD

Individual responsible at USAID: COR

Individual responsible for providing data to USAID: RAMP UP East M&E Advisor

Location of Data Storage: Lotus Notes regional/Kabul/HO TAMIS servers

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: May 2012

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: none

Date of Future Data Quality Assessments: March 2013

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: RAMP UP East activity data will be collected on an ongoing basis and analyzed on a quarterly basis.

Presentation of Data: Table

Review of Data: Ongoing

Baseline data: 0

PERFORMANCE INDICATOR VALUES			
Year	Baseline	Target	Actual
2011 (Base Year)	NA	NA	NA
2012 (Option Year 1)	0	42 interventions (3 in each municipality)	42
2013/14 (Option Period Two)	0	60 interventions (4 in each municipality + 4 drawing contests in Asadabad, Jalalabad, Maidan Shar and Mahmud Ragi)	

THIS SHEET LAST UPDATED ON: May 05, 2013

Annex 2 Overview of all performance indicators, annual targets, and actual results

Ind. No.	Performance Indicator	IR Number	Data Disaggregation	Baseline Year	Baseline Value	Data Source	Data Collection Frequency	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual
P01	% increase in citizen satisfaction with municipal government	N/A	Gender, Municipality, Province	2010	65%	External survey	Annual	7%	8%	5.6%	2 %	5.2%	
P02	% increase in citizen perception that local government officials are working to serve their needs	N/A	Gender, Municipality, Province	2010	55%	External survey	Annual	9%	4%	8%	1%	8%	
P03	% increase of citizens indicating they trust GIRA officials in municipalities to conduct its activities to benefit the people of the municipality.	N/A	Gender, Municipality, Province	2010	49%	External survey	Annual	10%	1%	10%	11%	7.8%	
IR1.1	#of municipalities with functioning performance budgeting systems	1	Municipality, Province	2010	0	Municipal Team Leader reports & TAMIS	Quarterly	5	0	10	7	13	
IR1.2	# of municipalities with functioning accounting systems	1	Municipality, Province	2010	0	Municipal Team Leader reports& TAMIS	Quarterly	5	0	10	10	13	
IR1.3	# of participatory citizen engagement mechanisms implemented by municipal officials	1	Gender, Municipality, Province	2010	0	Municipal Team Leader reports& TAMIS	Quarterly	70	57	70	52	70	
IR 1.4	Number of SOPs approved by GDMA for adoption	1	Municipality, Province	2010	0	Municipal Team Leader reports& TAMIS	Quarterly	N/A	N/A	2	2	4	
IR2.1	# of sub-national government entities receiving RAMP UP East assistance to improve their performance	2	Municipality, Province	2010	0	Municipal Team Leader reports& TAMIS	Quarterly	14	13	14	14	14	
IR2.2	# of municipal service delivery projects implemented	2	Type of activity, Municipality, Province	2010	0	Project Reports & TAMIS	Quarterly	17	7	8	11	11	

Ind. No.	Performance Indicator	IR Number	Data Disaggregation	Baseline Year	Baseline Value	Data Source	Data Collection Frequency	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual
IR2.3	% of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation	2	Municipality, Province, gender	2010	0	Government Involvement forms & TAMIS	Quarterly	80%	100%	100%	100%	100%	
IR2.4	% of citizens with access to municipally-provided services	2	Gender, Municipality, Province, age	2010	48%	External Survey	Annually	11%	11%	8.4%	2%	8%	
IR3.1	# of public private partnerships established	3	Municipality, Province	2010	0	Project Reports & TAMIS	Quarterly	5 in different muni's	0	10	1	7	
IR3.2	# of person-days of employment	3	Gender, Municipality, Province, person hours, sector, source (public vs. Private)	2010	0	Attendance records & TAMIS	Quarterly	184,800	49,504	86,000	112,657	100,000	
IR3.3	# of sub-national institutions receiving RAMP UP East assistance to increase their annual own-source revenues	3	Municipality, Province	2010	0	Municipal Team Leader reports& TAMIS	Quarterly	14	13	13	13	14	
IR3.4	% increase in recurring revenue generated	3	Municipality, Province, revenue source	2010	0	Internal survey for baseline and & TAMIS	Annually	20 % in 5 muni's	20 % increase in 7 muni's	20 % in 7 muni's	20% in 8 muni's	20% in 8 muni's	
IR 3.5	Number of municipalities using the business licensing system to issue business licenses.	3	Municipality	2010	0	Municipal Team Leader reports& TAMIS	Quarterly	N/A	N/A	N/A	N/A	13	
IR 3.6	Number of municipalities using the <i>safayi</i> fee collection system to register properties and collect fees.	3	Municipality	2010	0	Municipal Team Leader reports& TAMIS	Quarterly	N/A	N/A	4	2	7	

Ind. No.	Performance Indicator	IR Number	Data Disaggregation	Baseline Year	Baseline Value	Data Source	Data Collection Frequency	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual
R 1	# of individuals who received RAMP UP East-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization.	1,2 & 3	Gender, Municipality, Province	2010	0	Attendance records & TAMIS	Quarterly	300	189	116	221	169	
R 2	# of government officials receiving RAMP UP East-supported anti-corruption training	1,2 & 3	Gender, Municipality, Province	2010	0	Attendance records & TAMIS	Quarterly	300	34	76	178	80	
R 3	# of mechanisms for external oversight of public use supported	1,2 & 3	Municipality, Province	2010	0	Municipal Team Leader reports & TAMIS	Quarterly	TBD	0	26	9	13	
R 4	# of key-infrastructure rehabilitated or improved	2	Location, Type of Activity	2010	0	Project Reports & TAMIS	Quarterly	83	10	68	28	35	
R 5	Number of interventions resulting in increased participation of women in government and civil society	1,2 & 3	Gender, Municipality, Province	2010	0	Project Reports & TAMIS	Quarterly	NA	NA	14	13	13	
R 6	Number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries	1,2 & 3	Gender, Municipality, Province	2010	0	Project Reports & TAMIS	Quarterly	NA	NA	28	27	28	
R 7	Number of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.	1,2 & 3	Gender, Municipality, Province	2010	0	Project Reports & TAMIS	Quarterly	NA	NA	42	42	60	

Annex 3 RAMP UP East Task Schedule (Option Period 2)

PERFORMANCE MANAGEMENT TASKS	Q1			Q2			Q3			Q4			Q5			Q6			Q7			NOTES
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
S= Conduct Survey, C= Collect/Collate, A=Analyze, R=Report, E=Evaluation/Data Quality Assessment																						
COLLECT PERFORMANCE DATA: RESULTS-LEVEL INDICATORS																						
RAMP UP East PO / : Impact Indicators																						
Percentage increase in citizen satisfaction with municipal government		S	C&A	R											S&C	A&R	R					This is conducted at the end of year one.
Percentage increase in citizen perception that local government officials are working to serve their needs		S	C&A	R											S&C	A&R	R					This is conducted at the end of year one.
Percentage increase of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the municipality.		S	C&A	R											S&C	A&R	R					This is conducted at the end of year one.
RAMP UP East Intermediate Result 1 /CLIN 1:																						
Number of municipalities with functioning performance budgeting systems		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Number of municipalities with functioning accounting systems		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Number of participatory citizen engagement mechanisms implemented by municipal officials		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Number of SOPs approved by GDMA for adoption.										C	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
RAMP UP East Intermediate Result 2 / CLIN 2:																						
Number of sub-national government entities receiving		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&	C	C, A&R	This information is regularly uploaded into

PERFORMANCE MANAGEMENT TASKS	Q1			Q2			Q3			Q4			Q5			Q6			Q7			NOTES
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
RAMP UP East assistance to improve their performance																			R			the TAMIS Database.
Number of municipal service delivery projects implemented		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Percentage of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Percentage of citizens with access to municipally-provided services			S	C, A&R							S&C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This is conducted at the end of year one.
RAMP UP East Intermediate Result 3 / CLIN 3:																						
Number of public private partnerships established		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Number of person-days of labor / employment		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Number of sub-national institutions receiving RAMP UP East assistance to increase their annual own-source revenues		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Percentage increase in revenue generated			C	C, A&R							C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	Revenue reconciliation only currently happens annually
Number of municipalities using the business licensing system to issue business licenses.										C	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Number of municipalities using the <i>safayi</i> fee collection system to register properties and collect fees.										C	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Reporting Indicators / Cross Cutting																						
Number of individuals who received RAMP UP East-		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into

PERFORMANCE MANAGEMENT TASKS	Q1			Q2			Q3			Q4			Q5			Q6			Q7			NOTES
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization.																						the TAMIS Database.
Number of government officials receiving RAMP UP East-supported anti-corruption training		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Number of mechanisms for external oversight of public use supported		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Number of RAMP UP East-supported anti-corruption measures supported		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Number of key-infrastructure rehabilitated or improved		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is collected by Area Engineering Teams and uploaded into the TAMIS database.
Number of interventions resulting in increased participation of women in government and civil society		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Number of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
Person days of training		C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C	C, A&R	C	C, A&R	This information is regularly uploaded into the TAMIS Database.
EVALUATIONS & SPECIAL STUDIES																						
																						Methodology TBD

PERFORMANCE MANAGEMENT TASKS	Q1			Q2			Q3			Q4			Q5			Q6			Q7			NOTES
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
ASSESS DATA QUALITY																						
Assess the quality of performance data for all indicators			E	E					E						E	E						Data quality assessments are also informally ongoing.

Annex 4 RAMP UP East PMP Change Report

Item	Source Document/Date and/or version	Description as listed previously	Status	Revision	Comments	Date of Change/Date approval
IR1.1 indicator Calculation	RAMP UP East Option Year 1 PMP, 01/2012	Number of municipalities with functioning performance budgeting systems Calculation: Counting	Revised	Calculation: Counting the number of municipalities that have implemented all the budgeting practices that support performance based budgeting.	During Option Year 1, the criteria for measuring functioning systems was implementation of 75% of the budgeting practices that support performance based budgeting.	Date of Change: 05 May 2013
IR1.1 Indicator, Target	RAMP UP East Option Year 1 PMP, 01/2012	Number of municipalities with functioning performance budgeting systems Target: 10	Revised	Target: 13	Option Year 1 target of 10 was increased to 13 for Option Year 2.	Date of Change: 05 May 2013
IR 1.2 Indicator, Calculation	RAMP UP East Option Year 1 PMP, 01/2012	Number of municipalities with functioning accounting systems Calculation: Counting	Revised	Calculation: Counting the number of municipalities that have implemented all of the accounting practices that create a functional accounting system.	During Option Year 1, the criteria for measuring functioning systems was implementation of 75% of the budgeting practices that support performance based budgeting.	Date of Change: 05 May 2013
IR 1.2 Indicator, Target	RAMP UP East PMP, 09/2010	Number of municipalities with functioning accounting systems Target: 10	Revised	Target : 13	The Option Year 1 target of 10 is increased to 13 for Option Year 2.	Date of Change: 05 May 2013
IR 1.3 Precise Definition	RAMP UP East Option Year 1 PMP, 01/2012	Number of participatory citizen engagement mechanisms implemented by municipal officials Precise Definition: Mechanisms includes, Citizen Forums, Opening/Closing Ceremonies, Newsletters, Media & Public Outreach trainings and government officials' interview with media, public awareness radio campaign on tax collection, public awareness radio campaign on property registration, production of municipal educational materials.	Revised	Precise Definition: Mechanisms include: 1) Citizen Forums, 2) Opening/Closing Ceremonies, 3) Newsletters, 4) Awareness-raising on municipal issues through media (including government officials' interview, roundtable and call-in shows), and 5) Increase access to information and transparency, through installing public notice boards, placing suggestion/complaint boxes and /or other means in different parts of the city.	Revised mechanisms are determined based on the RAMP UP East Public Outreach strategy.	Date of Change: 05 May 2013

Item	Source Document/Date and/or version	Description as listed previously	Status	Revision	Comments	Date of Change/Date approval
IR 1.3 Justification and Management Utility	RAMP UP East Option Year 1 PMP, 01/2012	Number of participatory citizen engagement mechanisms implemented by municipal officials Justification and Management Utility: Local government is essentially a service operation. As such, transparency and openness by the local government administration to citizen inputs, expressed priorities, and "street" accountability are essential elements of democratic local self-governance.	Revised	Local government is essentially a service operation. As such, transparency and openness by the local government administration to citizen inputs, expressed priorities, and "street" accountability are essential elements of democratic local self-governance. The public outreach team will work with municipalities to install public notice boards to share important municipality related information with citizens, including upcoming events, public tenders, and the municipal budget.		Date of Change: 05 May 2013
IR 1.4 Add	RAMP UP East Option Year 1 PMP, 01/2012	Number of SOPs approved by GDMA for adoption Target: Baseline: 0 Target Option Year One: 2 SOPs Target Option Period Two: 4 SOPs	Add		This indicator measures the number of Standard Operation Procedures (SOPs) developed.	Date of change: 05 May 2013
IR 2.4 Calculation	RAMP UP East Option Year 1 PMP, 01/2012	Calculation: Numerator = Total number of times respondents gave a poor rating for the municipal services index Denominator = Total number of respondents surveyed. The municipal services index would consist of variables from survey questions regarding trash, drainage, roads and parks. Positive trends in responses from survey respondents indicating perceptions of increased access will signify a positive correlation to justify that actual increases in services have taken place.	Revised	Calculation: Numerator = Total number of times respondents gave a poor rating for the municipal services index Denominator = Total number of respondents surveyed. The municipal services index would consist of variables from survey questions regarding trash, drainage, roads and parks. Decrease in negative trends (Poor rating) in responses from survey respondents indicating perceptions of increased access and will signify a positive correlation to justify that actual increases in services have taken place.		Date of Change: 08 July 2013

Item	Source Document/Date and/or version	Description as listed previously	Status	Revision	Comments	Date of Change/Date approval
IR 2.4 Known Data limitations and significance	RAMP UP East Option Year 1 PMP, 01/2012	The index uses the rating of poor perception of services to indicate a lack of access because if there is a road through the village, but it is poor to drive on, it really is like no access. There is a difficulty in collecting data in areas that are in the outlying areas of the municipality	Deleted	N/A		Date of Change: 08 July 2013
IR 3.1 Indicator	RAMP UP East Option Year 1 PMP, 01/2012	Number of Public Private partnership (PPP) established.	Revised	Number of municipal service-related projects established with private sector participation, including PPPs, concessions, privatization, and other similar arrangements	Change requested by COR	Date of Change: 08 July 2013
IR 3.1 Precise definition	RAMP UP East Option Year 1 PMP, 01/2012	Public private partnerships are a government service or private business venture which is funded and operated through a partnership between the municipality and one or more private sector companies or individuals. Usually there is a contract between the municipality and a private party in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project.	Revised	Municipal services and facilities that have been constructed, operated/managed and maintained on a commercial basis by private sector entities that have been contracted through PPPs, concessions, privatization or other contracting arrangements.	Change requested by COR	Date of Change: 08 July 2013
IR 3.3 Justification & Management Utility	RAMP UP East Option Year 1 PMP, 01/2012	Annual own-source revenues as a percent of GDP is a measure of sub-government fiscal autonomy. An appropriate degree of fiscal autonomy is essential if citizens are to hold sub-national elected officials accountable for sub-national public decision-making.	Revised	Almost all Afghan municipalities do not receive any financial support from the national government. Municipalities rely on annual own-source revenues to fund not only operating and maintenance costs, but also all municipal services and development projects.	Change requested by COR	Date of Change: 08 July 2013
IR 3.4 Indicator	RAMP UP East Option Year 1 PMP	% increase in revenue generated	Revised	% increase in recurring revenue generated	Change requested by COR	Date of Change: 08 July 2013

Item	Source Document/Date and/or version	Description as listed previously	Status	Revision	Comments	Date of Change/Date approval
IR 3.4 Precise definition	RAMP UP East Option Year 1 PMP	For the purposes of RAMP UP East, data will be collected from municipalities' revenue departments, with information on revenues that will be derived primarily from taxes, fees and revenue generated on land sales, leases, or other assets	Revised	For the purposes of RAMP UP East, data will be collected from municipalities' revenue departments, with information on revenues that will be derived primarily from taxes, fees ,leases, or other assets	Change requested by COR	Date of Change: 08 July 2013
IR 3.5 Add	RAMP UP East Option Year 1 PMP, 01/2012	Number of municipalities using the business licensing system to issue business licenses. Target: Baseline: 0 Target Option Period Two: 13 municipalities	Add		This indicator measures the out puts of business registration program.	Date of Change: 05 May 2013
IR 3.6 Add	RAMP UP East Option Year 1 PMP, 01/2012	Number of municipalities using the <i>safayi</i> fee collection system to register properties and collect fees. Target: Baseline: 0 Target Option Year One: 4 municipalities Target Option Period Two: 7 municipalities	Add		This indicator measures the outputs of the Property registration and Safayee fee collection program.	Date of Change: 05 May 2013
R5 Precise definition	RAMP UP East Option Year 1 PMP, 01/2012	Number of interventions resulting in increased participation of women in government and civil society Precise definition: intervention include, 1) public participation in local governance. this intervention include training in communication, advocacy, good governance, civic education, and gender for 4200 men and women (300 per municipality) resulting in awareness-raising on roles and responsibilities of citizens and municipalities, improve public speaking, advocacy and gender-responsive leadership and governance skills.	Revised	Precise Definition: interventions include: 1. Public participation in local governance (training in communication, advocacy, good governance, civic education, and gender) resulting in awareness-raising on roles and responsibilities of citizens and municipalities, improve public speaking, advocacy and gender-responsive leadership and governance skills. 2. Develop tools for municipalities to implement the National Action Plan for Women in Afghanistan (NAPWA).	This indicator measures the out puts of gender responsive grants program.	Date of Change: 05 May 2013

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R5 Justification & Management Utility	RAMP UP East Option Year 1 PMP, 01/2012	<p>Number of interventions resulting in increased participation of women in government and civil society</p> <p>Justification & Management Utility:</p> <p>Women in general lack the necessary communication and advocacy skills to be active participants involved in public engagement with their municipalities. They are ignorant of municipal affairs and the role of municipal government. They are unable to advocate for issues of concern to them. They do not have the means to self organize and create effect lobby groups for their issues.</p>	Revised	<p>Justification & Management Utility:</p> <p>Women in general lack the necessary communication and advocacy skills to be active participants involved in public engagement with their municipalities. They are ignorant of municipal affairs and the role of municipal government. They are unable to advocate for issues of concern to them. They do not have the means to self organize and create effect lobby groups for their issues.</p> <p>Women face numerous obstacles in achieving representation in decisions that affect them. Their participation in decision making and public life has been limited by assumption that men make decision for the entire community. This has resulted in women's interests often not represented in decisions. Increasing women's participation in the government can empower women. Women's participation in governance decisions is necessary to ensure women's needs and concerns are considered at all levels.</p>	This indicator measures the out puts of gender responsive grants program.	Date of Change: 05 May 2013

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R6 Precise definition	RAMP UP East Option Year 1 PMP, 01/2012	<p>Number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries</p> <p>Precise Definition: Interventions include 1) Fellowship/coaching program for 56 men and women. 2) women participation in service delivery Fellows will work in both municipality and grantee's office to learn basic office work. Women participation in service delivery will cover theoretical and practical training of business women. Training topics will cover marketing, management, book keeping, customer service and roles and responsibilities of municipalities and citizens</p>	Revised	<p>Precise Definition: Interventions include</p> <ol style="list-style-type: none"> 1) Fellowship/coaching program for 56 men and women. 2) Capacity building of women entrepreneurs. Fellows will work in both municipality and grantee's office to learn basic office work. Capacity building of female entrepreneurs will including, theoretical and practical training of business women in marketing, management, book keeping, customer service and roles and responsibilities of municipalities and citizens, 3) Increase female employment: RUE will work with 5 municipalities to recruit and maintain female staff. 4) Support local economic development initiatives (grants) by women in municipal level in 9 municipalities 	This indicator measures the outputs of the gender responsive development program.	Date of Change: 05 May 2013
R6 Target	RAMP UP East Option Year 1 PMP, 01/2012	<p>Number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries</p> <p>Target: 28 interventions (2 in each municipality)</p>	Revised	<p>Target: 32 interventions</p> <ol style="list-style-type: none"> 1) Fellowship:14 interventions 2) Capacity building of female entrepreneur: 4 interventions, 3) Increase female employment: 5 interventions, 4) Support economic development: 9 interventions 		Date of Change: 05 May 2013

Item	Source Document/Date and/or version	Description as listed previously	Status	Revision	Comments	Date of Change/Date approval
R7 Precise definition	RAMP UP East Option Year 1 PMP, 01/2012	<p>Number of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.</p> <p>Precise Definition: The youth support interventions include:</p> <p>1) Internship program for 6 youth (3 boys and 3 girls) per municipality in all 14 municipalities under RAMP UP East coverage.</p> <p>2) Computer training program for 40 youth (20 boys and 20 girls) per municipality in all 14 municipalities under RAMP UP East coverage.</p> <p>3) Sports activities (Volleyball, football, taekwondo and cricket) in all 14 municipalities under RAMP UP East coverage.</p>	Revised	<p>Precise Definition:</p> <p>The youth support interventions include:</p> <p>1. Internship program for 6 youth (3 boys and 3 girls) per municipality in all 14 municipalities,</p> <p>2. Computer training program for 40 youth (20 boys and 20 girls) per municipality in all 14 municipalities,</p> <p>3. Sports activities (Volleyball, football, taekwondo and cricket) in all 14 municipalities, 4. Organize city cleaning campaigns,</p> <p>5. Drawing contest in selected municipalities.</p>	This indicator measures the outputs of the youth development program.	Date of Change: 05 May 2013
R7 Target	RAMP UP East Option Year 1 PMP, 01/2012	<p>Number of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.</p> <p>Target: 42</p>	Revised	Target: 60	4 interventions x 14 municipalities + 4 drawing contests in 4 municipalities = 60 interventions	Date of Change: 05 May 2013

Item	Source Document/Date and/or version	Description as listed previously	Status	Revision	Comments	Date of Change/Date approval
R7 Justification & Management Utility	RAMP UP East Option Year 1 PMP, 01/2012	<p>Number of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.</p> <p>Justification & Management Utility:</p> <p>Lack of sports and recreational facilities that could facilitate creation of a peaceful and friendly environment and prevent conflict and violence among the youth. High school graduate youth don't acquire basic computer knowledge that can help them find possible employment opportunities.</p> <p>Lack of employment opportunities for high school graduate youth mainly due to lack of required practical experience that forces them to join anti-government elements and/or turn to other illegal activities.</p>	Revise	<p>Justification & Management Utility:</p> <p>Lack of sports and recreational facilities that could facilitate creation of a peaceful and friendly environment and prevent conflict and violence among the youth.</p> <p>High school graduate youth don't acquire basic computer knowledge that can help them find possible employment opportunities.</p> <p>Lack of employment opportunities for high school graduate youth mainly due to lack of required practical experience that forces them to join anti-government elements and/or turn to other illegal activities. Youth involvement in decision making and governance will help improve teamwork, critical thinking, decision-making, public speaking and self-identity.</p>	This indicator measures the outputs of the youth development program.	Date of Change: 05 May 2013